

# NINTH CIRCUIT 2002 HR CONFERENCE

"The Best of Leadership Styles"

November 5, 2002  
8:30 – 9:45 a.m.  
San Francisco, CA



Peggy A. Nagae  
Peggy Nagae Consulting  
2545 N.E. 48th Ave.  
Portland, OR 97213  
503-528-2745  
503-528-2759 Fax  
pncb@earthlink.net

# OBJECTIVES



- ✓ To Present 10 Key Components For An Effective Leadership Style.
- ✓ To Acknowledge Your Active Intention, Examine Blocking Beliefs, Explore a Conscious Learning Orientation, Dialogue With Others, and Understand How to Eliminate Self Criticism.
- ✓ To Envision Your Leadership Ideal Scene.



# LEADERSHIP STYLES & SKILLS

1. Acknowledge leadership as ***Active Intention***.
2. Begin within by ***Examining Blocking Beliefs about Your Leadership Style***.
3. Coach yourself using ***a Conscious Learning Orientation***.
4. Delight in ***Dialoguing With Others***.
5. Eliminate ***Emotional Upsets, Fears & Criticisms***.
6. Forge ***Fantastic Feedback***.
7. Guide yourself with your ***Gifted Intuition***.
8. Hear yourself giving yourself ***Heart-felt Prizing***.
9. Imagine your ***Leadership Ideal Scene***.
10. Just remember "Justin & Junko" bring their whole selves to work. These are their ***Physical, Mental, Emotional and Self levels***. They are most likely to do their highest and best effort if their work and work environment engages them on all four levels of their being.



# ACKNOWLEDGE LEADERSHIP AS ACTIVE INTENTION

- Your intention about leadership is stronger than fears, concerns or issues.
- Self-talk is all about your intentions. Notice your intentions as you approach a challenging situation that requires leadership. What are you telling yourself? Have you set a clear intention?
- When in doubt, take a few deep breaths and set your leadership intention before you speak or act.
- Or, at night, you can set a bedtime intention to get clear about a situation, a person, or your own leadership style asking that the clarity be shown to you with ease when you awaken. In the morning, be open to messages that you may hear.
- State your ideal intention below about evolving your leadership style to the next level of effectiveness with grace and ease:

---

---

---

---

---

- Share what you've written with one other person.

NOTES: 

---

---

---

---

---



# EXAMINING BLOCKING BELIEFS ABOUT YOUR LEADERSHIP STYLE

- Your mind can run through many, many thoughts and beliefs. A belief is something we can choose to believe in regardless of whether it is true or not.
- From a leadership style perspective the question to ask is *"Do any of my beliefs stand in the way of my development and productivity as a leader?"* For example, one limiting belief could be, "I am not bright enough to be an effective leader; therefore I am defensive about my leadership and never listen to feedback or ask for assistance for fear of being made to look or feel stupid."

It's not that **I am** stupid, just my belief or fear that I will be judged as stupid. This belief is getting in the way of my leadership productivity.

- Many such beliefs are unconscious ones. We are not aware of them, but they block the development of leadership skills and qualities.
- Listed below are blocking beliefs and supporting beliefs. Notice the differences.

Blocking Beliefs	Supporting Beliefs
I don't focus on my leadership.	I take the time and energy to concentrate on the issues at hand.
I'm not a natural leader.	I have what it takes to manage effectively.
I don't get support from my boss to be the leader I want to be.	I ask for the support I want with logical reasoning, grace and ease.
I'm afraid of hurting people's feelings with feedback.	I deliver honest feedback as best as I can.
I'm not good at delegating.	I'm learning how to delegate better with each assignment.

Affirmation: I am an honest and effective leader focusing on the issues at hand, asking for assistance as needed and coaching my people to accomplish our goals with grace and ease.

Adapted from Anderson & Rust.



# EXAMINING BLOCKING BELIEFS ABOUT YOUR LEADERSHIP STYLE

List below 3 blocking beliefs about your leadership style. Then, reframe them into supporting beliefs.

Blocking Beliefs	Supporting Beliefs
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.

Affirmation (combination of supportive beliefs): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Adapted from Anderson & Rust.



# COACHING YOURSELF USING CONSCIOUS LEARNING ORIENTATION

△ The elements of a conscious learning orientation are:

- You set a goal regarding leadership
- Something happens / you have an experience
- I experience only "wins" and "learnings"
- With every situation, I can learn something that helps me move toward my goal.

△ Be curious about why this issue is placed on your path, observe yourself with compassion, and treat yourself with loving kindness. See an issue as your guide to learning more. A learning orientation makes it possible to receive feedback. Feedback becomes data, not a judgment about whether you are good or bad, right or wrong.

△ Think about an issue or challenge that you've faced recently regarding your leadership style. Coaching yourself using the conscious learning orientation, answer the following questions:

1. What was your goal? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. What happened? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. What was the "win" or "learning"? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. How could that move you toward your goal? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Adapted from Anderson & Rust.



# DELIGHT IN DIALOGUING WITH OTHERS

## "THE POWER OF TALK: CREATING CHANGE THROUGH CONVERSATION"

*"Out beyond ideas of wrong-doing and right-doing there is a field.  
I'll meet you there."*

Rumi

Conversation creates connection and community, things that we crave, but real conversation requires an investment of time. It is an art that requires skill and cultivation. Through shared histories and expression, we create a safe environment for people to get beyond their own positions and personas and try on other points of view.

For conversations to be a powerful tool, we must take them seriously and create protocols or guidelines for our responsibilities in fostering genuine, authentic conversations. Here are some suggested guidelines:

- We acknowledge each other as equals and we need each other.
- We try to stay curious about each other and in a learning orientation, even if we disagree or especially when we disagree.
- We recognize that we need each other's help to become better listeners, to listen "between the lines" and to "hear feelings and intentions as well as words."
- We remember that conversation is the natural way humans think together and not by speaking too fast, interrupting others, monopolizing the time, giving speeches or making pronouncements but by taking time knowing that taking such time leads to wise thinking and healthy relationships.
- We expect it to be messy at times and we're willing to be disturbed, to allow our beliefs and ideas to be challenged by what others think, knowing that all contribution add crucial elements to the whole.

True conversations take courage, faith and time; it takes given up "knowing" for what's different, what surprises you. Being curious rather than certain and listening with as little judgment as possible are prerequisites.

Adapted from Margaret J. Wheatley, *The Power of Talk*, Write Reader (July / August 2002), pp. 54-60.





# DELIGHT IN DIALOGUING WITH OTHERS



Inquiry Questions	Advocacy Questions
<ul style="list-style-type: none"> <li>• "Can you help me with your thought process?"</li> <li>• "What assumptions are you making about ...?"</li> <li>• "What data is that based on?"</li> <li>• "What would lead you to believe that?"</li> <li>• "What information are you using to reach that conclusion?"</li> </ul>	<ul style="list-style-type: none"> <li>• "Here's what I'm thinking and here's what that's based on ..."</li> <li>• "The data that's important to me are ..."</li> <li>• "Here's an example of what I'm talking about ..."</li> <li>• "The assumptions that make sense to me are ..."</li> <li>• "What do you think about what I've just said? How do you see it?"</li> </ul>
WITH NEUTRALITY AND INTENTION TO UNDERSTAND	WITH NEUTRALITY AND INTENTION TO REVEAL AND UNDERSTAND

Adapted from Anderson & Rust



# ELIMINATE EMOTIONAL UPSETS, FEARS & CRITICISMS

*"Forgiveness and reconciliation are not just ethereal, spiritual, other-worldly activities. They have to do with the real world. They are real politic, because in a very real sense, without forgiveness, there is not future."*

Archbishop Desmond Tutu

## REFLECTION

- Think about the judgments you have had about other leaders. Jot some of them down.

---

---

---

---

- Criticism and judgments inhibit our development. It may be easier to see how we judge and criticize others but harder for us to see how we judge ourselves. With that information, however, we can deal with our own resistance and take responsibility for our actions, behaviors, results.
- Judgments are an effort to protect ourselves, separation occurs, and we often turn judgments about ourselves into criticism or blaming others.
- Think about a leadership situation in which you criticized yourself. What should you have done? What negative comments did you say about your leadership style? Jot some of them down in the space below.

---

---

---

---

---

---

---



## WHY FORGIVENESS?

- Self forgiveness is the antidote for healing judgments. It is about compassion and the recognition that we are human and, at times, our performance is below our aspirations. It is about knowing we are learning.
  - Described below are two different ways to release judgments and bring about self forgiveness.
1. ONE METHOD: Bring loving energy to yourself. If you are having trouble bringing the loving energy of self-forgiveness, think of a close friend, a loving daughter, son, nephew, niece, a pet you love dearly, etc. Allow your heart to open and connect to your loving.
    - a. Look at the judgment you wrote and say, "The truth is, I did the best that I could at the time, and I release myself from any guilt, judgment or shame that I have. I see myself as healed."
    - b. Look at the judgment you wrote and say, "I forgive myself for judging myself as . . . bad (or another descriptor) for \_\_\_\_\_ (whatever you did or did not do. For example, . . . for not saying that the deadline was too short.) The truth is I was doing the best that I could at the time.
  2. SECOND METHOD: Imagine in your mind's eye a safe and sacred place. It is peaceful, calm, and your very own.
    - a. Imagine talking to yourself. Have a heart-to-heart talk with yourself. Express how you feel, listen for the response.
    - b. Keep talking until you feel something lifting.

NOTES: \_\_\_\_\_

---

---

---

---

---

---

---

---

---

---

---

---



# REFLECTION, CELEBRATION & RENEWAL

## ☐ Writing Morning Pages

Write three pages each morning (the first thing and by hand) on anything and everything. Pour your unedited thoughts, feelings, perceptions on the page. Write as fast as you can, don't show them to anyone, and do not reread them yourself. If you hit a wall after a page or two, write down wishes, dreams, to-do lists, meditations, poetry, anything that comes to mind. If nothing comes to mind, write "nothing is coming to mind."

## ☐ Creativity Plus

According to creativity expert and author, Howard Gardner, to keep creativity flowing takes disciplined practice. He recommends three things:

- (1) Some type of daily reflection: meditate either sitting or walking.
- (2) The ability to leverage strengths: do a 32-day process on using one of your strengths.
- (3) A way to reframe failures: use every opportunity for your own upliftment. When you feel a sense of failure: explore within and identify the negative judgments you have about yourself and others. Then, consciously use the power and process of forgiveness. By doing so you begin to heal those aspects of yourself that are often called the "shadow side."

## ☐ Physical Health

Caring for your body is much more than dealing with an illness. Good health means to have the energy and stamina that you want to thrive physically. What is one simple change that you can make now to improve your physical health? What would that change be?

## ☐ Emotional Well-Being

Research shows that our emotions play a major role in our physical health. Caring for your emotional health could be making time for solitude and contemplation, having a good laugh with friends, reading an inspirational book, making something beautiful, buying fresh flowers for your office, etc. Build something into your daily schedule to keep your attitude upbeat. What would assist you in feeling peaceful, relaxed and upbeat?

## ☐ Having Fun

What do you do at work that is fun? Fun is a necessary part of a whole life and has a positive impact on your health and well-being. Putting some fun into your work life will help "lighten up" the work load, which, in turn, could have favorable results for increased productivity. What could you do for fun at work?

## ☐ The Breath of Life

Consciously breathe in-and-out at least several times during the day. As you breathe in, say the word calm to yourself. As you breathe out, think peace. Start with this conscious breathing for a minute then build up to longer periods of time.

## ☐ Each Day Appreciate Something New

Each day think of something to appreciate about your work. It could be the way someone says good morning to you, the copy repairperson's service attitude, or the way a meeting was facilitated. Focus on what you appreciate and express it to someone. This action will connect your heart and your mind. You will begin to see your work through a different lens—the lens of gratitude and the lens of appreciation—rather than through the lens of dismay or hopelessness.



## ☐ **Allies & Travel Companions**

Choose someone you can trust and someone who is committed to a similar path as yours. Meet at a regular time and check-in on your progress. Weekly would be ideal.

Begin by reading something in common and identifying actions each of you would like to take to reach your vision. Then meet and:

- ? Share successes: what have you accomplished? How are you feeling?
- ? Discuss the material you have read.
- ? Acknowledge and applaud each other's progress.
- ? Then, decide on specific action steps you'll take before the next meeting.
- ? Share about the support you need and the obstacles that stop you from moving forward. Where do you feel blocked? What are your fears?
- ? What are your intentions?

## ☐ **Heart-Centered Listening with Attention and Care**

At least once a day, listen with your full attention and care to a co-worker. Give him or her your undivided attention for at least three minutes, allowing them to speak uninterrupted. Listen generously; do not multi-task, give advice or even ask questions. This practice relaxes the mind, opens the heart, and builds trust.

## ☐ **Noticing**

Consciously slow down and notice how you are feeling during the day. When you are eating a meal, for example, bring your attention into the present. Or while walking down the hall, sitting in a meeting or reading email, pause and notice how you are feeling. Talk slower, write slower, stop rushing from one appointment to another.

Bring yourself into the present by the following:

[Your Name], stop and be present

Take a deep breath (breathe)

[Your Name], go slow and notice what's around you (look around your environment).

(Ask yourself) How do I feel right now?

## ☐ **Gratitude Journal**

Each day, write down five things for which you are grateful, in all aspects of your life. What happened at work? What about at home? What about in the world? What can you be grateful for this day?

## ☐ **Celebrate Mileposts & Near Misses**

Rather than waiting for the end goal, celebrate along the way. Use each step as a time for celebration. Also celebrate near misses. You might not have reached the goal that you wanted, but you are a lot closer to it than if you had never tried. Celebrate that! Use any reason to bring joy into the workplace.



# YOUR IDEAL SCENE FOR 2003

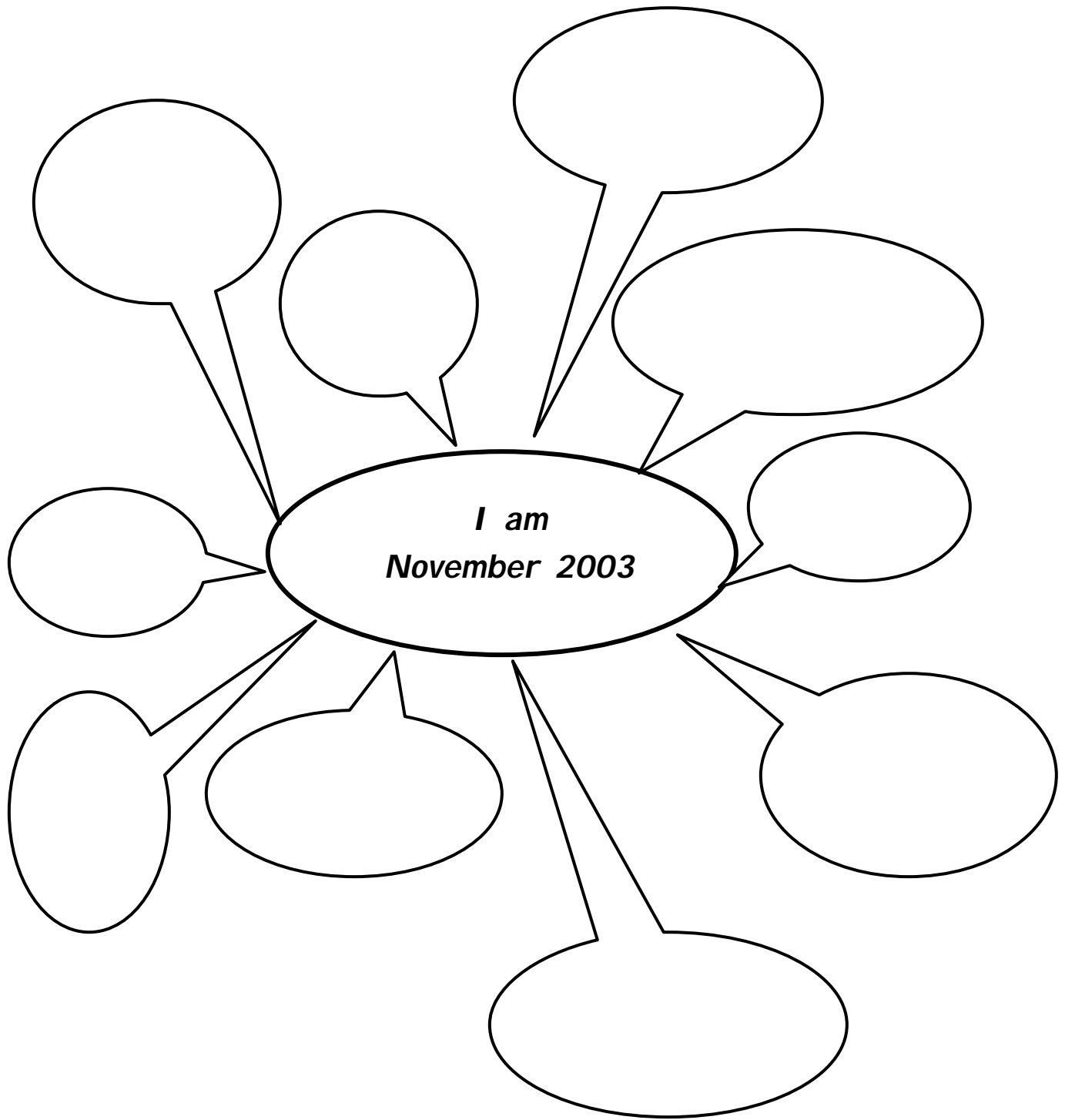


- Clear focus on what is desired; shared view of next 9 to 12 months.
- Vivid, description of desired end-state:
  - What are you seeing?
  - What are you hearing?
  - How are you feeling?
- Statement of your clear intention and thoughts you will hold while doing your work.
- A reference point for how you would like things to be. *E.g.* athletes visualize scoring points.
- Written with emotion, exaggeration, power and purpose.

Think about the ideal scene for your leadership style. It is November 5, 2003 and your ideal vision of being the leader you've always wanted to be has come true. What are you doing? What successes have you achieved? How you are feeling about your successes? What feedback you are receiving? Brainstorm this "ideal scene."

[illegible]

# YOUR IDEAL SCENE



Adapted from Anderson & Rust

